

HyettPalma

Blueprints for Michigan Downtowns

Norway

Downtown

Blueprint

2004



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January 6, 2004

The City of Norway
and Members of the Process Committee
915 Main Street
Norway, MI 49870

RE: **Norway Downtown Blueprint 2004**

HyettPalma, Inc., is pleased to present to you the following report titled: **Norway Downtown Blueprint 2004**, completed under the program titled **Blueprints for Michigan Downtowns**.

This document includes the community's vision for Downtown as well as the findings of a comprehensive analysis of Downtown's commercial markets. The vision and market analysis findings were used to define a specific economic enhancement strategy for the Downtown project area. The recommended strategy was specifically designed to enable Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with Norway's Downtown enhancement effort.

Sincerely,


Doyle G. Hyett


Dolores P. Palma



Blueprints for Michigan Downtowns

Blueprints for Michigan Downtowns is a partnership effort between the Michigan Economic Development Corporation (MEDC), the Michigan State Housing Development Authority (MSHDA), and the Michigan Municipal League (MML) to continue to assist communities and their Downtown revitalization efforts. Blueprint action plans are an investment in a community that will create new private jobs and investment. MML originally brought this innovative planning concept to the attention of the MEDC and MSHDA. With MML's partnership in place, the MEDC and MSHDA each put into the program \$100,000 to pay for 50% of the program. The other 50% match comes from the Blueprint communities. The MEDC's Community Assistance Team (CAT Team) designed and will manage the Blueprint program. HyettPalma is the consultant for this program and the 11 communities selected in 2003 are: Adrian, Battle Creek, Brighton, Buchanan, Cheboygan, Davison, Grand Haven, Jonesville, Middleville, Mt. Pleasant, and Norway.

-- Michigan Economic Development Corporation



Blueprints for Michigan Downtowns

Process Committee Members

At the request of HyettPalma, Inc., a Process Committee was established to oversee this project. HyettPalma would like to thank the members of the Process Committee, listed below, for all their time, hard work, and dedication in preparing for and participating in completing the ***Norway Downtown Blueprint 2004***.

George Bal - Mayor/Council Member
Tim Mattson - DDA Chair
Ray Anderson - City Manager
Bob Carlson - DDA
John Casanova - DDA
Randy Van Gasse - School Superintendent
Todd Gustafson - Dickinson Area Partnership (Chamber)
Pam Hinds - DDA / Norway Area Business Association Chair
Tim Klenow - DDA
Marge Menghini - DDA
Steve Ortman - DDA / Norway Area Business Association
Aileen Schinderle - DDA
Bob Wurzer - Norway Mountain (Tourism)

TABLE OF CONTENTS

I. Project Overview	1
II. Downtown Norway Today	4
III. Resident and Business Surveys	9
IV. Downtown Norway Tomorrow	14
V. Downtown Market Analysis	19
Downtown Retail Opportunities	
Downtown Office Opportunities	
Downtown Housing Opportunities	
VI. Course of Action	32
VII. Implementation Sequence	49
VIII. Appendices	53
MEDC Memo	
MSHDA Memo	
Retail Report®	

Project Overview

I. PROJECT OVERVIEW

This document presents the community's economic vision for Downtown Norway, as well as the findings of a market analysis conducted for the area.

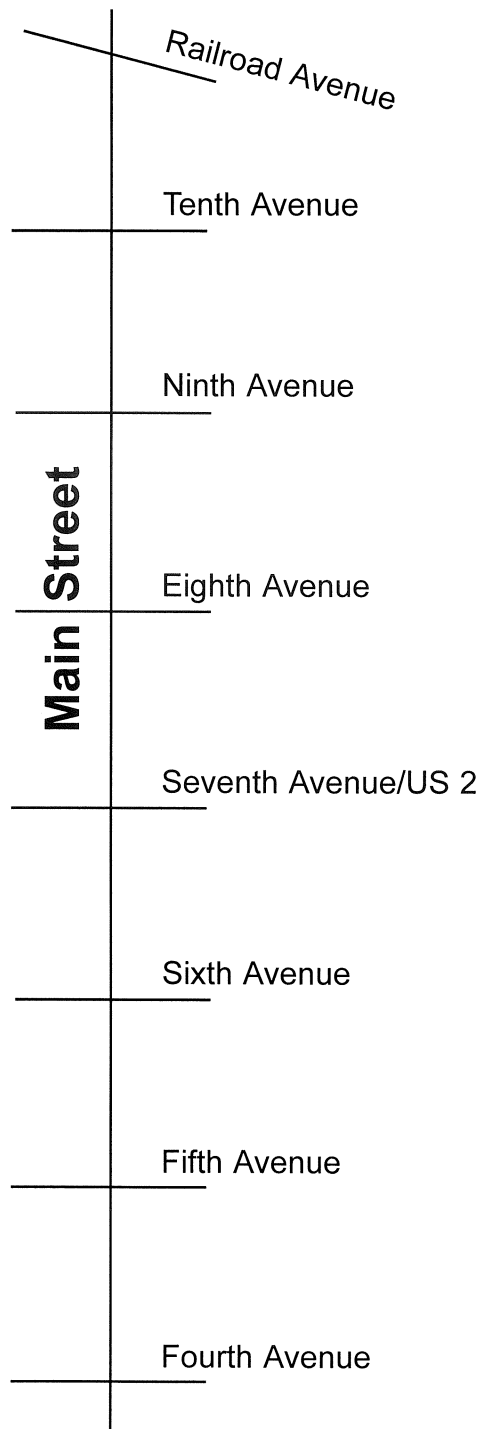
The boundaries of the project area are shown on the following page of this document.

The vision and the market analysis results were used as the foundation upon which to develop an economic enhancement strategy for Downtown Norway. The economic enhancement strategy was specifically crafted to further strengthen Downtown and to guide its future development -- in keeping with the community's vision and the market analysis findings.

The assignment was completed as part of the ***Blueprints for Michigan Downtowns*** program, a partnership of the Michigan Economic Development Corporation (MEDC), the Michigan State Housing Development Authority (MSHDA), and the Michigan Municipal League (MML). The ***Norway Downtown Blueprint 2004*** was completed by HyettPalma, Inc., in conjunction with the Process Committee formed to oversee the project, Laura Bower, MEDC Community Assistance Team Specialist, and Jim Davis, MSHDA Community Development Specialist.

The methodology used to define the ***Norway Downtown Blueprint 2004*** was developed by HyettPalma, Inc., has been used extensively throughout the United States, and was used to create the ***America Downtown®*** and ***Indiana Downtown®*** programs.

Downtown Norway



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Downtown Norway Today

II. DOWNTOWN NORWAY TODAY

By all local accounts, “things are happening” in Downtown Norway, and have been for the last several years. This includes the start of the streetscape improvement project, the commitment of a strong and progressive DDA whose members have vision, the creation of a planning commission, and the hiring of a City Manager who has a strong interest in Downtown.

When looking at Downtown Norway itself, it is clear that the city is fortunate to still have a “real Downtown.” This is evidenced by Downtown’s mix of business which includes:

- “Staple” businesses -- such as a grocery store, a pharmacy, restaurants, and a hardware store -- which most small town Downtowns have lost long ago;
- Professional service businesses -- such as doctors -- which make a Downtown a hub of activity; and
- Specialty businesses -- such as gifts, bridal, and dolls -- that are truly unique and draw from a broad trade area.

Also fortunate is the fact that Downtown Norway business owners are known for providing personal service and being present in their shops to provide that attention. And, Downtown is fortunate to have several multi-generational businesses.

An intangible, but very important, Downtown asset is the fact that Downtown’s business owners work well together. And, when merchants band together to implement projects, they do so very well -- often to the envy of other communities.

These are all positive indicators for Downtown’s future. However, the “icing on the cake” is that Norway is known regionally as being a progressive, well-run, and self-sufficient City, having its own cable, Internet service, and electric utility.

During the course of formulating Norway's ***Downtown Blueprint***, participating community members reiterated several primary concerns regarding Downtown and its future. These were:

- The need to complete the streetscape improvements on Main Street -- and correct the "bumpiness" of textured concrete used in the first phase of this project;
- Downtown's "not exciting" physical appearance;
- The presence of "too many uses that should not be on Main Street" -- meaning non-profit, service club-oriented uses;
- Downtown's lack of "activity" -- meaning retail businesses and restaurant variety;
- Negative and erroneous local perceptions about Downtown, which include "Downtown can't support business," "you can't make a living in Downtown," "you have to pay more for merchandise in Downtown," and "businesses are moving to US 2 so we should just let Downtown die;" and
- The presence of a small but vocal negative minority who tend to "bog down" the Downtown revitalization effort.

While those participating in the ***Downtown Blueprint*** process agreed on their issues of concern for Downtown's future, they also agreed on the desired result of the Downtown enhancement effort. In short, they said that:

- The streetscape project should be completed as a top priority;
- Downtown buildings should be improved, vacancies should be filled, and greater activity should be generated;
- Downtown's quaintness should be preserved, protected, and enhanced via restored historic buildings, friendly business owners and employees, and a unique business mix;

- Downtown should have a combination of staple businesses, specialty shops, crafts, varied restaurants, and outdoor seating; and
- The overall affect should be inviting -- “to make you want to stop and look and shop.”

Given Downtown’s current attributes and market potentials -- as well as the community’s concerns and desires -- it is suggested that the following niches be created for Downtown Norway:

- A real Downtown -- in a real community -- that is historic, quaint, friendly, and convenient;
- Where locals and visitors can enjoy a small town experience;
- An ideal central location to use as “home” when enjoying the area’s myriad outdoor attractions all year long; and
- The place where one can see and meet local residents.

The **Downtown Blueprint** was formulated to allow these niches to be created for Downtown Norway. The **Course of Action** recommended in this document includes actions necessary to allow this to occur.

As a priority, it is suggested that the City, DDA, and business community use the Winter months to “get their ducks in a row” so that aggressive actions can begin as soon as Spring arrives. This preparation should include:

- Seeking funds that will allow the streetscape improvement project to be completed by Fall 2004;
- Creating and marketing facade improvement incentives (as recommended in this document) so that building facades can be improved during the Spring and Summer of 2004;
- Working with the owner(s) of Main Street property that suffered from fire to develop a plan which would allow infill construction to occur here during the Spring and Summer of 2004; and

- Creating a business recruitment inventory and process (as recommended in this document) so that active recruitment can begin ASAP.

The full set of recommendations for Downtown Norway's enhancement are contained in the chapter of this **Blueprint** titled **Course of Action**.

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Resident and Business Surveys

III. RESIDENT AND BUSINESS SURVEYS

As a part of this project, two surveys were conducted to gauge the health of Downtown Norway, as perceived locally. These were a survey of owners/ managers of businesses located in the project area and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

Use of Downtown

Of primary trade area residents surveyed, a whopping 95% reported coming to Downtown with great frequency -- between 1 and 7 times a week. Only 3% of residents surveyed said they come to Downtown with moderate frequency -- from 3 times a month to 6 times a year. And, only 2% of those surveyed said they seldom or never come to Downtown Norway.

Purpose of Trips

When asked why they currently come to Downtown Norway, the top reason was "shopping," cited by almost one-quarter (23%) of those surveyed. This response was followed by "post office" (13%), and "banking" (12%). Therefore, 48% of respondents said they now come Downtown for one of these three reasons. This clearly indicates that Downtown is a shopping and banking center and that the post office is a major Downtown anchor.

The remaining 52% of residents surveyed said they come Downtown for a wide variety of reasons, including eating in restaurants (9%), service businesses (8%), to conduct personal business (8%), government business (7%), work (6%), recreation (3%), visiting friends (3%), entertainment (2%), church (2%), and because they live there (1%). In addition, 3% said when they come Downtown they are "passing through."

Shopping Area of Choice

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. A very solid majority of 88% cited Iron Mountain. The remaining 12% of those surveyed said they shop in Green Bay (5%), Norway (5%), and Appleton (2%).

When asked why they choose to shop in a particular area, residents stressed the importance of variety/selection (40%), convenience (23%), and price (16%).

The remaining 21% said they choose to shop in a particular area due to its closeness to home (8%), closeness to church (7%), service (4%), closeness to work (1%), or parking (1%). It is interesting to note that all of these reasons pertain to convenience.

Downtown Characteristics

Residents and business owners surveyed were asked to rate a list of 19 Downtown characteristics as being "good," "fair," or "poor" at this time.

Ten characteristics were rated "good" by a majority or significant percent of both residents and business owners. These were:

- Feeling of safety (95% residents, 72% business owners);
- Knowledge of salespeople (94% residents, 67% business owners);
- Helpfulness of salespeople (90% residents, 83% business owners);
- Quality of service businesses (84% residents, 67% business owners);
- Quality of retail goods (73% residents, 67% business owners);
- Business hours (70% residents, 50% business owners);
- Prices at restaurants (62% residents, 67% business owners);
- Convenience of parking (59% residents, 50% business owners);
- Quality of restaurants (56% residents, 56% business owners); and
- Prices at service businesses (46% residents, 56% business owners).

In addition, a majority or significant percent of residents -- but not business owners -- rated the following characteristics as being “good” at this time:

- Cleanliness of the area (79% residents, 44% business owners);
- Traffic circulation (65% residents, 39% business owners);
- Attractiveness of the area (61% residents, 22% business owners); and
- Availability of parking (55% residents, 39% business owners).

Downtown Improvements

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Two improvements were rated "very important" by a majority of both residents and business owners. These were:

- Recruit additional retail businesses (83% residents, 94% business owners); and
- Increase the variety of retail goods (75% residents, 72% business owners).

One additional improvement was rated “very important” by a significant percent of residents, but not business owners. This was:

- Increase the variety of restaurants (49% residents, 39% business owners).

And, one improvement was rated “very important” by a majority of business owners, but not residents. This was:

- Physically improve buildings (31% residents, 67% business owners).

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When asked what types of businesses or activities would attract them to Downtown, residents expressed a strong desire for food establishments (restaurants, bakery, ethnic restaurants, specialty food shops, etc.), apparel stores, shoe stores, and a variety store.

Downtown Norway Tomorrow

IV. DOWNTOWN NORWAY TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Norway -- as it would ideally exist in the year 2009. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2009, Downtown Norway would be a thriving "retail community" with a mix of businesses that keep locals in town -- and draw people from other areas -- to shop and spend the day.

New retail businesses would be attracted to Downtown, information would exist regarding available space in Downtown, and "a place to direct people" interested in opening a Downtown business would be identified. This would result in every Downtown building being filled.

Businesses that can "draw people" would be clustered together. Customers would stroll from store to store because Downtown would offer "things that Wal-Mart doesn't have." This might include specialty clothing and shoes, sporting goods for those who enjoy silent sports, antiques, a bakery/coffeehouse, and outdoor seating at eateries.

There would be "an outward show" of cooperation among business owners and organizations -- demonstrating that "we work well together." City Hall and City Council would continue to support Downtown's enhancement. The business community, organizations, and City Hall would work cooperatively on Downtown's enhancement, would be able to communicate their shared Downtown vision, would celebrate Downtown's successes, and communicate "the positives." The private and public sectors would be proud of Downtown and would convey this to investors and funders -- thereby increasing their confidence in Downtown as a sound investment.

The streetscape improvements, partially begun on Main Street, would be completed as a top priority. This would be very important in order to "create an atmosphere that is conducive to investment."

“Something eye catching and appealing” would be created at the intersection of Main and US 2 “to get people’s attention.” And, consumers and motorists would not think that “the highway is all there is” to Norway.

The individual styles of Downtown’s old architecture would be retained and respected. Buildings would not be “themed” and facades would not be covered with fake fronts.

The “burned out buildings” on Main Street would be cleaned-out, rebuilt, and filled so that they are assets to Downtown’s appearance and business mix.

Apartments that are “attractive and unique” would be created in the upper floors of Downtown’s existing buildings. This would include addressing the issues of parking and codes. And, housing would also be created as part of infill construction projects in Downtown.

Downtown would offer activities that “draw people to mill around” -- such as special events, street fairs, and additional performers at the City Band Shell -- and activities for kids and families.

Parking would be adequate to accommodate Downtown’s additional businesses, residents, and customers. Municipal parking lots would be clearly marked as being open for public use. Parking lots would be better lighted for increased evening comfort. And, parking lots would be “integrated” into streetscape improvements to make them more appealing which, in turn, would make motorists more likely to use them.

Downtown’s mix of uses would be well-rounded and include:

- Retail shops;
- Additional and varied restaurants;
- Outdoor seating at food establishments;
- Professional offices;

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- High tech businesses -- Downtown would offer the technology and quality-of-life necessary to attract such firms;
- City Hall;
- Unique housing;
- Churches; and
- Small green places and places for the community to gather.

Ideally, Downtown's customers would include:

- Norway residents;
- Residents of surrounding communities;
- Second homeowners in the region;
- Business owners, who would choose to shop locally;
- Tourists -- lake dwellers, snow mobilers, skiers, Piers Gorge users, silent sports enthusiasts, those on their way to Mackinac Island and Lake Superior, etc.; and
- Members of multiple generations -- young couples, families, boomers, seniors -- who would all feel welcome and comfortable in Downtown Norway.

By the year 2009, Downtown Norway would be on its way to being known for the following image:

***A Downtown having a festive atmosphere
with people walking on the sidewalks,
shopping, eating, and having fun.***

*A destination of
unique shops, great restaurants, and
a full schedule of activities
-- where there's so much to see and do
that people come and spend the day.*

*A nice, clean, safe Downtown
that is quaint, historic and
anything but sterile.*

*A destination that is
on the way to and from other places,
-- a fun place to
stop along the way.*

*A Downtown that shows the pride of the community,
that has an atmosphere all its own, and
that is a short distance from
the country, outdoor activities, and wildlife.*

Downtown Market Analysis

V. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Norway's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors -- business owners, property owners, developers, patrons, the City government, etc. -- being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.

Downtown Retail Opportunities

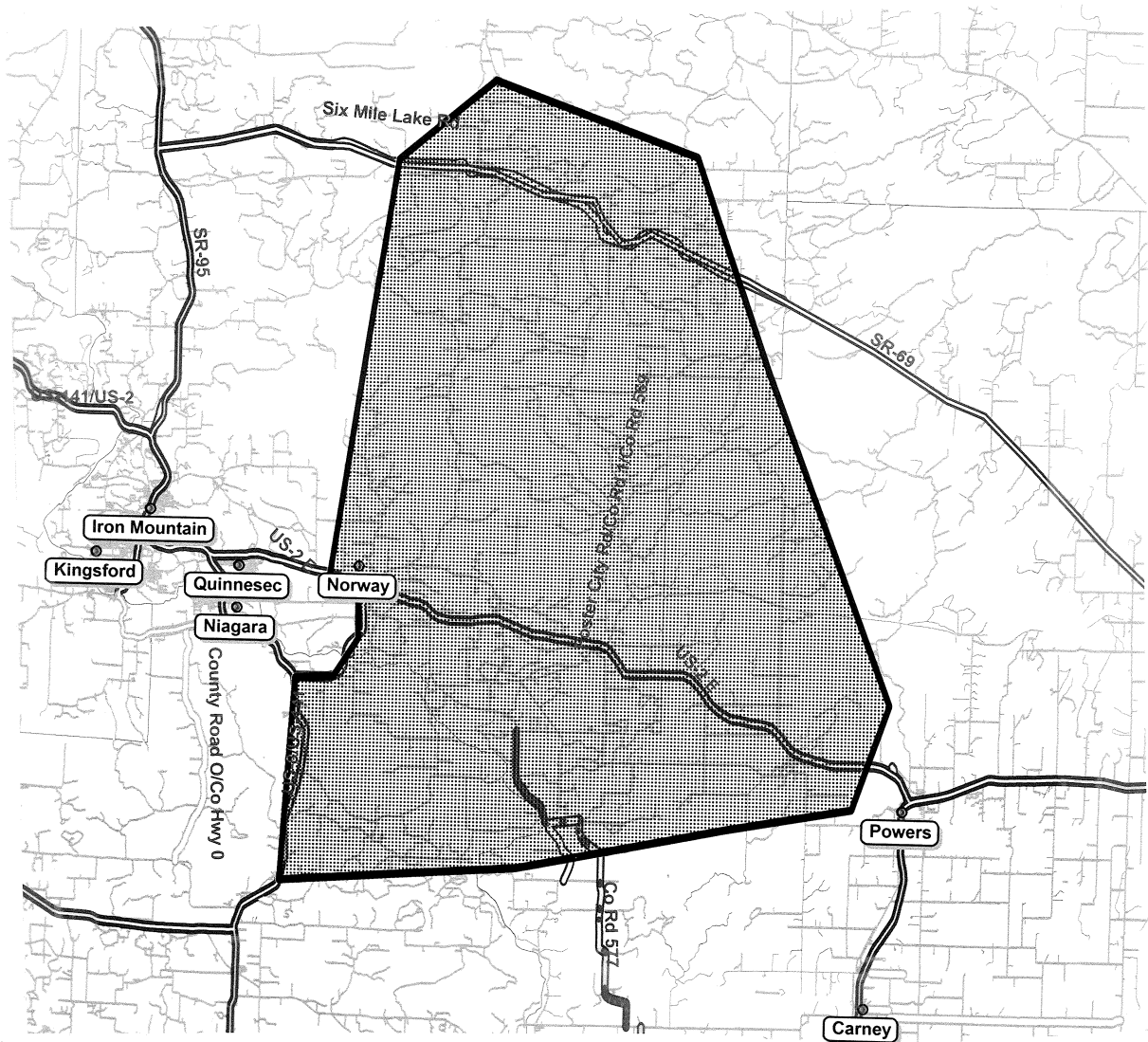
Retail Trade Area -- Downtown Norway's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been identified as shown on the next page.

Retail Economic Indicators -- Downtown's primary retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 7,170 -- WITH AN ESTIMATED 3,037 HOUSEHOLDS (Source: ESRI estimate)

THE PRIMARY TRADE AREA POPULATION IS PROJECTED TO DECREASE SLIGHTLY TO 7,158 BY 2008 -- WITH HOUSEHOLDS GROWING SLIGHTLY TO AN ESTIMATED 3,087 BY 2008 (Source: ESRI estimate)

Downtown Norway Primary Retail Trade Area



THE AVERAGE HOUSEHOLD SIZE IS 2.35 PERSONS, WHICH IS LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$141,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$46,610 (Source: ESRI estimate)

Current Retail Businesses -- Downtown Norway currently contains approximately 13 retail businesses, which occupy approximately 53,500 square feet of building space. The retail inventory was completed by the City of Norway and is shown on the following page.

Downtown Norway Retail Businesses

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>52</u>	<u>Building Materials and Garden Supplies</u>		
5251	Hardware	1	3,000
<u>54</u>	<u>Food Store</u>		
5411	Grocery Store	1	24,000
<u>55</u>	<u>Automotive Dealers and Service Stations</u>		
5511	New/Used Cars	1	6,840
<u>57</u>	<u>Furniture and Home Furnishings</u>		
5712	Furniture Store	1	4,000
<u>58</u>	<u>Eating/Drinking</u>		
5812	Eating Places	2	6,960
5813	Drinking Places	2	3,240
<u>59</u>	<u>Miscellaneous Retail</u>		
5912	Drug Store	1	1,500
5999	Miscellaneous Retail	1	400
	<u>Select Support Services</u>		
7231	Beauty Shops	2	1,800
	<u>Amusement and Recreation Services</u>		
7991	Physical Fitness Facilities	1	1,800

TOTAL NUMBER OF RETAIL BUSINESSES	13
TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE	53,540
TOTAL NUMBER OF VACANT RETAIL SPACES	4
TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE	24,000

Source: City of Norway

Retail Potential -- Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$47,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in **THE RETAIL REPORT®**, contained in the Appendices of this document.

As a conservative estimate, it is assumed that Downtown Norway retail businesses now generate an average (blended figure) of approximately \$115 per year per square foot in retail sales.

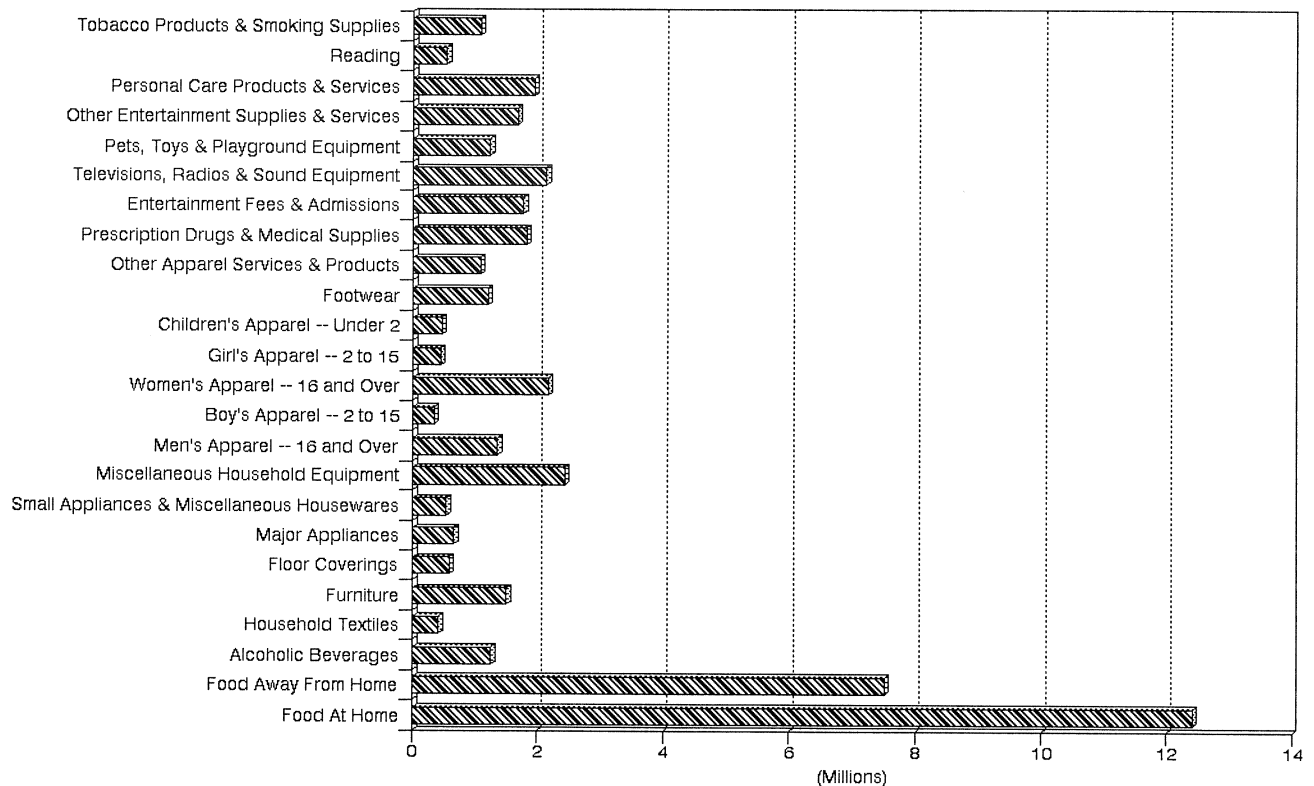
Since Downtown currently contains approximately 53,500 square feet of occupied retail space, Downtown Norway should currently be generating approximately \$6,000,000 in retail sales per year.

By dividing the project area's estimated annual retail sales -- \$6,000,000 -- by the total estimated demand for retail products within the primary trade area -- \$47,000,000 -- it can be concluded that Downtown Norway may currently be capturing approximately 12.8% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

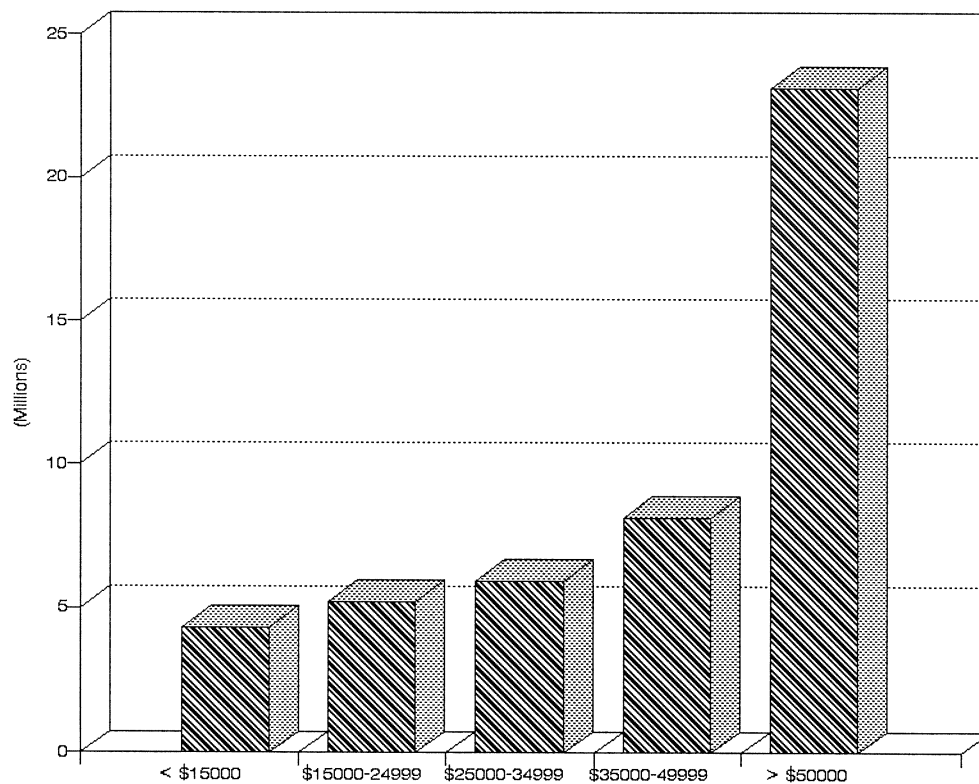
Taking steps to further enhance Downtown Norway, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 12.8% to between 14% and 15% by the year 2009. This should be considered a goal of the economic enhancement program.

If Downtown Norway is able to increase its market share to between 14% and 15% by the year 2009, it is possible that the project area may be able to increase its total capture of retail sales to between \$6,600,000 and \$7,000,000 by the year 2009 -- considered in constant 2003 dollars.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



This increase in total retail sales could potentially support the development of between approximately 5,000 and 9,000 net square feet of additional retail space by the year 2009 -- which could include expansions or sales increases by existing Downtown Norway retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented -- on an on-going basis -- the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2009, Downtown Norway's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

Retail Business Development -- Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Norway. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Course of Action***.

Downtown Office Opportunities

Office Market Indicators -- Several key economic indicators which characterize the current office operations within Downtown Norway follow.

- Downtown Norway currently has 11 various office businesses occupying approximately 38,000 square feet of building space.
- Downtown's occupied office space serves the personal needs of insurance, health services, membership services, and government.
- Downtown Norway offers an ideal environment for users of small office space users serving the regional marketplace.

Current Office Uses -- The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the City of Norway.

Office Potential -- It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve the personal needs of those who live in, or in proximity to, Downtown Norway's primary trade area.

Communities nationwide have experienced the fact that -- as improvements are made in the overall economic and physical condition of their Downtowns -- an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Norway.

Therefore, it is estimated that approximately 2,500 and 4,000 square feet of additional office space could potentially be supported in Downtown Norway between now and the year 2009. This should be considered an economic goal of the enhancement effort.

It must be noted that the actual growth in Downtown's office demand could be higher if Downtown is able to attract general offices or back office operations from outside the area; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations.

Office Business Development -- A listing of office types recommended for recruitment and expansion in Downtown Norway is presented in the chapter of this document titled ***Course of Action***.

Downtown Norway Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>27</u>	<u>Publishing</u>		
271	Newspapers	1	900
<u>60</u>	<u>Depository Institutions</u>		
606	Credit Unions	1	900
<u>63/64</u>	<u>Insurance</u>		
631	Life Insurance	2	4,250
<u>65</u>	<u>Real Estate</u>		
655	Subdividers/Developers	1	1,800
<u>73</u>	<u>Business Services</u>		
737	Computer/Data Processing	1	1,800
<u>80</u>	<u>Health Services</u>		
809	Other Health Services	1	10,000
<u>86</u>	<u>Membership Organizations</u>		
864	Civic/Social Organizations	2	10,000
<u>87</u>	<u>Engineering/Management Services</u>		
871	Engineering/Architecture	1	1,200
<u>91</u>	<u>General Government</u>		
919	General Government	1	7,500
TOTAL NUMBER OF OFFICE BUSINESSES		11	
TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE			38,350

Source: City of Norway

Downtown Housing Opportunities

Based on a field survey conducted by the City of Norway, the Downtown **Blueprint** area currently contains approximately 19 residential units, including 4 single-family homes and 15 apartment units. Downtown Norway is also fortunate to have many people living in neighborhoods in proximity to Downtown. And Downtown is located in an area of the community which is convenient to most residents of the city and broader community.

As has been found throughout the nation during the past two plus decades -- regardless of community size -- as a Downtown's physical environment and mix of businesses is improved, it is very likely that the demand for housing in and near Downtown will also increase. This can also be expected in Downtown Norway. While housing of all types is in high demand in quality Downtowns throughout Michigan and the nation, conventional, market-rate housing is thriving. Every effort should be made, consistent with the implementation of the overall **Downtown Blueprint**, to introduce more quality housing -- both market-rate housing and affordable housing -- in and in proximity to Downtown Norway.

As market conditions allow, every effort should be made to:

- Support and encourage the development of loft units in the upper floors of new infill construction projects on Main Street;
- Introduce more loft apartments in the upper floors of existing structures throughout Downtown; and
- Encourage and assist owners, as feasible, in their efforts to further enhance existing housing in proximity to Downtown -- both renter- and owner-occupied units.

The Michigan State Housing Development Authority (MSHDA) -- one of the **Blueprint** partner organizations -- has expressed a keen interest in providing assistance to Norway, if desired, to enhance and develop more housing in and in proximity to Downtown. Specific MSHDA programs which should be considered in the future for Downtown Norway should be determined through follow-up discussions with MSHDA. Specific assistance programs which may be appropriate for use in and near Downtown are further described in the Appendices of this document.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Norway -- and in neighborhoods in proximity to Downtown -- it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, every effort should be made to develop the greatest number of quality units possible in and near Downtown when market conditions allow.

Course of Action

VI. COURSE OF ACTION

The following ***Course of Action*** was specifically formulated to allow Downtown Norway to attain the community's vision and capture the potentials revealed in the market analysis. The ***Course of Action*** should be implemented to create the following economic niches for Downtown Norway:

- A real Downtown -- in a real community -- that is historic, quaint, friendly, and convenient;
- Where locals and visitors can enjoy a small town experience;
- An ideal central location to use as "home" when enjoying the area's myriad of outdoor attractions all year long; and
- The place where one can see and meet local residents.

To create these niches, it is suggested that the City, DDA, and business community make it a top priority to spend the Winter months "getting their ducks in a row" so that aggressive implementation of the ***Downtown Blueprint*** can begin as soon as Spring arrives. This preparation should include:

- Seeking funds that will allow the streetscape improvement project to be completed by Fall 2004;
- Creating and marketing facade improvement incentives (as recommended later in this chapter) so that building facades can be improved during the Spring and Summer of 2004;
- Working with the owner(s) of Main Street property that suffered from fire to develop a plan which would allow infill construction to occur here during the Spring and Summer of 2004; and
- Creating a business recruitment inventory and process (as recommended later in this chapter) so that active recruitment can begin ASAP.

To take advantage of the positive improvements that are occurring Downtown, to move Downtown's enhancement on to a faster track, and to build enthusiasm for Downtown's enhancement, it is very important that the **Downtown Blueprint** result in tangible improvements as early as the Spring/Summer of 2004. Adopting the priority recommended above and taking the following actions will allow this to occur.

Public Improvements

The following public improvements should be completed as quickly as possible in order to create the Downtown ambience desired by the community.

Streetscape Improvements

Currently, the City has completed streetscape improvements on three of Main Street's seven blocks. The completed section has brought a marked visual improvement to Downtown. And, those participating in the **Blueprint** project repeatedly and consistently cited completion of the streetscape improvements as being their top Downtown priority. In addition, not improving the remainder of Main Street will result in a loss of private sector confidence in Downtown's future. For these reasons, Downtown's streetscape improvements must be noted as a high priority and should be completed by the Fall of 2004. It is understood that a financial gap exists between the cost of the streetscape project and funds in hand. This project is so important -- because of the negative message that will be sent to investors, customers, and residents if it is not completed -- that additional grant funds should be sought as well as internal funds, if necessary.

Completion of the streetscape improvement project should include the following.

- Due to the community's apparent high level of dissatisfaction with the textured, stamped concrete used in phase one of the project, this material should not be used in phase two. Instead, limited use should be made of decorative brick pavers, as has been done in Downtown Marquette. And, less colored concrete will result in less color matching concerns when repairs are required in the future.
- A mitigation plan should be devised for phase two of the project, with the goal of providing customer access to all Downtown businesses during construction. The mitigation plan should include establishing a hot line that business

owners can call with problems and using local cable to keep customers informed on a daily basis about the best ways to access businesses.

- The streetscape effort should include the placement of hanging flower baskets on Downtown street light poles and the maximum use of flowers in planters and flower beds.
- Stock banners are now hung in Downtown. As funds allow, these should be replaced with custom-made banners that depict Norway “icons” -- such as a Viking ship, the Viking on the City’s logo, and Norway colors.

100% Corner

Through streetscape improvements, a grand statement should be made at Downtown’s 100% corner -- the intersection of Main and Seventh Avenue/US 2 -- due to its high visibility. Plans for this intersection now include sidewalk bumpouts and replacing hanging stop lights with lights that are on arms. In addition, this intersection should receive decorative treatment through the use of plantings, banners, and lighting.

The DDA currently owns the property located on the southeast corner of Main and Seventh Avenue/US 2. Plans are to demolish the structure now located on the site, since it has been determined infeasible to rehab. When demolition occurs, a large and beautifully designed sign should be placed on this site reading “Historic Downtown Norway.” The sign should be visible to motorists traveling on US 2 from both the east and west. And, small signs or banners should be included in the signage, reading “To Shops” with arrows pointing in the appropriate directions. For the time being, until Downtown’s market is strengthened through the **Blueprint** project, the City and DDA should consider this parcel to be land banked.

In the future, as the market warrants, consideration should be given to creating a welcome center and comfort station on the DDA property. This should be a pedestrian-oriented, walk-in facility only. Due to traffic congestion at this intersection, any form of vehicular drive-up or parking should not be allowed on this site.

Alleys

The City should monitor the condition of Downtown alleys and ensure that they are well-maintained and navigable at all times. Due to the scarcity of funds -- and

limited use of alleys by shoppers -- alley improvements should not be viewed as a high priority at this time.

Trails

The City's trail system should be completed at the earliest possible date.

Building Improvements

In the past, attempts have been made to revitalize Downtown by creating a Norwegian theme through building renovations. Today, the community appears to have a strong desire to see Downtown's buildings reflect their historic authenticity and individuality. This is a progressive stance that should be furthered through the following.

Incentives

Private sector building improvements should be stimulated by creating the following incentives. It should be noted that building values in Downtown have been increasing approximately 10% per year, on average. This fact as well should stimulate private sector investment.

- Design guidelines should be prepared to encourage the appropriate enhancement of existing Downtown building facades, awnings, signs, and colors. Guidelines should also be prepared for the development of new infill structures to ensure that new construction is compatible with Downtown's existing historic architecture. The guidelines should be prepared by a qualified preservation architect or architectural historian to ensure appropriate treatment.
- Preliminary design assistance should be provided by a qualified preservation architect or architectural historian to interested building owners in order to ensure the appropriate utilization of design guidelines in renovation and/or infill construction projects.
- A 50-50 matching grant program should be created for building facades. The goal should be to offer 10 matching grants of up to \$5,000 each. In addition, use of the facade grants should be concentrated on Main Street, from 5th to 9th.

- The loan program now in place should continue to be offered to bridge funding gaps.
- In order to receive funds from the grant or loan program, building owners should be required to follow the above noted design guidelines.

Burned Structures

Recently, a fire occurred on Main Street, ravaging several structures. And, many in the community perceive these burned out structures as a symbol of the difficulties facing Downtown -- and of the difficult future Downtown might be facing. For these reasons, it is critical that these properties be returned to productive use as quickly as possible, as suggested below.

- The burned building remains and debris should be cleared immediately. Since the remaining building facades do not appear to be historic, they can be either razed or saved.
- The City and DDA should offer the highest level of assistance and all available incentives to an owner committed to:
 - Constructing quality buildings of permanent materials -- such as brick;
 - Constructing zero lot line development, so that buildings are located at and open onto the sidewalk;
 - Designing the structures to be compatible with Downtown's older architecture;
 - Creating retail spaces on the first floor;
 - Considering building two- or three-story structures that would be used for office/housing above the first floor; and
 - Considering the use of MSHDA's Rental Rehab program to create upper story apartments.

Upper Story Apartments

Opportunities exist in Downtown to create quality and creative apartments in the upper floors of Downtown's existing structures. To do so, MSHDA's Rental Rehab program should be considered. This program provides funds to rehab existing apartments or to create new apartments in existing space. The DDA should strongly market this program with the goal of seeing quality and unique apartments brought to life in Downtown.

In addition, to encourage private owners to create upper story housing, the following housing-related issues must be addressed.

- Building codes which protect life safety should be enforced. Beyond that, Michigan's new building rehab code, which relates to older structures, should be applied to building renovation projects in Downtown Norway. As is understood, this code, which was modeled after a similar progressive code in the State of New Jersey, gives some degree of flexibility to building codes application in conjunction with the rehab of older structures, like those found in Downtown Norway.
- In terms of ingress and egress, again, life safety should be protected, but every effort should be made to reasonably apply local codes allowing fire escapes and other means of ingress/egress.
- The City has recently instituted odd and even day parking in a City lot. Therefore, use of these spaces by Downtown residents should no longer be a problem. In addition, building owners should be encouraged to provide off-street parking spaces for their residents, whenever possible.

Business Development

Downtown does not contain a large number of retail businesses at this time. However, it should be noted that those that do exist appear to be well-run and successful -- and the owners appear to work well together. This existing base of retail businesses should be complemented and augmented through the following.

Retention

The business development program should include the following efforts to help bolster Downtown's existing business base.

- Downtown's retail business owners should be applauded for doing a good job in terms of customer service, convenient hours, and sales staff knowledge. This good job should be continued in order to maintain the competitiveness of these businesses.
- Downtown's businesses could use a "facelift" in terms of window displays. The DDA should consider retaining a professional to design several windows -- on a one-time basis -- to help owners learn how to create eye-catching and cost-effective display windows.
- Due to heavy traffic on US 2, Downtown business owners must make a concerted effort at all times to keep their windows clean.
- Initiatives proposed by the City's Police Chief, to slow vehicular traffic in Downtown and make Downtown safer and more comfortable for pedestrians, should be supported. These include reducing speed limits to 20/25 miles per hour, reducing the speed limit for trucks to 10 miles less per hour than the limit for other vehicles, and erecting signs at non-signalized crosswalks requiring motorists to yield to pedestrians. In addition, as business develops and pedestrian traffic increases, consideration should be given to creating a friendly police presence on Downtown sidewalks through the use of foot patrols during business hours.
- Oak Crest Golf Course, founded in 1928 by local business people and now operated by the City of Norway, is a local gem. As is being discussed by the City, the role of this facility should be amplified by offering cross-country skiing on the golf course during the Winter. This would add a Nordic ski element to the community, complementing the primarily Alpine skiing offered at Norway Mountain. In addition, the City's network of trails should be made available to cross-country skiers. And, the trails should link the golf course, Norway Mountain, and Downtown.
- The City's Downtown Band Shell, where the City Band plays twice a month during season, is a local gem that can only be found in a small town. The City should continue with its plans to refurbish the Band Shell so that it remains a first-class Downtown draw. In doing:

- Greater Summer use should be made of the Band Shell, with additional musical groups performing, children's programs, magic shows, puppet shows, etc.;
- The goal should be to see the Band Shell used at least once a week during season -- doing so would bring potential customers into Downtown on a more regular basis as well as establish Downtown as more of a community gathering place;
- A schedule of Band Shell performances should be created and posted on the Web as well as on the City's cable station; and
- The mural painted within the Band Shell should be recognized as adding character to Downtown and, therefore, should be retained.

Business Recruitment

An aggressive effort should be made to attract additional, appropriate businesses to Downtown Norway, consistent with the findings of this ***Blueprint***. The following process should guide new business recruitment efforts.

- The recruitment effort should be used to create a more pronounced cluster of retail and food establishments in first floor spaces along Main Street, from 5th to 9th. In addition, the recruitment effort should seek appropriate office occupants for the upper floors of building space on Main, from 5th to 9th, and in all floors of buildings throughout the balance of Downtown.
- To create a pedestrian-oriented, impulse-oriented cluster of retail and food establishments, it must be recognized that first floor spaces on Main from 5th to 9th are not appropriate for the location of:
 - Service clubs;
 - Warehousing;
 - Storefront churches;
 - Places of assembly which compete with Downtown retail businesses and restaurants for the use of on-street parking spaces; and

- Additional offices.
- The DDA -- and all involved in the recruitment effort -- should encourage and increase investor confidence in Downtown through “positive talk.” Conversely, any negative perceptions about Downtown as a prime business location must be dispelled.
- A “point person” should be identified as the person those interested in opening a Downtown business should contact. This contact person should be the primary liaison with Downtown’s building owners, directing appropriate contacts to appropriate building owners. Constant contact should be maintained with Downtown building owners to determine condition of available space, terms and conditions for occupancy of space, etc., in order to direct appropriate new business prospects to the owners of appropriate building space.
- An inventory of available Downtown building space should be created and maintained.
- The following business types should be recognized as being most appropriate for Downtown:

Prepared Food

- Moderate Priced Restaurants;
- Sandwich Shops;
- Bakeries;
- Candy/Ice Cream Shops; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, etc.

Food for Home

- Grocery.

Entertainment

- Band Shell; and
- Entertainment in Restaurants -- i.e., piano player, guitarist, dancing, etc.

Specialty Retail

- Antiques;
- Appliances;
- Art Galleries, Framing and Supplies;

Specialty Retail (Continued)

- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Florist;
- Gifts, Stationery and Cards;
- Hardware;
- Home Decorating Products and Design Services;
- Nurseries/Garden Supply;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics;
- Sewing Supplies;
- Small Variety Store;
- Sporting Goods;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Apparel and Accessories.

Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;

Offices (Continued)

- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Passenger Transportation Arrangement;
- Photographic Studios;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing

- Above first floor uses;
 - Infill buildings on redeveloped lots, underutilized lots.
- A top priority of the recruitment effort should be to bring the following types of merchandise to Downtown:
 - Bakery;
 - A diversity of restaurants;
 - Coffee house;
 - Casual apparel and accessories;
 - Sporting goods;
 - Arts/Crafts;
 - Antiques;
 - Gifts; and
 - Variety store.
 - It should be noted that it is not necessary for the merchandise shown above to be offered by free-standing stores in Downtown. Instead, it is possible that several types of merchandise can be placed in one store. For example, gifts

might be sold in a hardware or clothing store. This sharing of space by various “merchandisers” already exists in Downtown, where a bank is located in a grocery store.

- Every effort should be made to induce the owners of existing businesses in Downtown to expand or open new types of businesses in Downtown, if deemed appropriate. This is known as internal recruitment. A good example of this is the recent expansion of the hardware store to include a new line of lawn mowers and small equipment.
- An effort should also be made, when deemed appropriate, to encourage businesses in other portions of the community to open an appropriate business in Downtown, or, if in the best interest of the business, to relocate to Downtown.
- Once every effort has been made through the internal recruitment effort to attract appropriate new businesses, and other area business expansion/relocation options have been explored, if additional businesses are needed, then business prospects should be sought throughout the broader region and from throughout the UP of Michigan and northeastern Wisconsin. These prospects should be sought through personal contact, not blind or mass mailings. When prospects are identified, they should be invited to Norway to visit Downtown and the community and consider opening a business in Downtown Norway. These prospects should be afforded every incentive available through the Downtown enhancement effort, such as building rehab loans and grants.

Marketing

A number of efforts are in place to market Downtown, including special events and a brochure and directory produced by the Norway Area Business Association (NABA). These should be augmented in the following manner to create a well-rounded marketing campaign for Downtown.

Brochure & Directory

NABA's brochure and directory -- the Norway-Vulcan Area brochure and the more recent Norway-Vulcan Area Business Directory -- are very important marketing

tools. When it is time to reprint these pieces, they should be made more effective in attracting area residents and visitors to Downtown by:

- Having them both professionally designed;
- Including a section about Downtown Norway, its image, its attractions, and the unique experience it provides;
- Designing the business directory so that it lists all of Downtown's businesses as a group; and
- Widely distributing the brochure.

Sharing Users

Many popular natural and built attractions exist in Norway and the surrounding area. The DDA should meet with the owners/managers of those facilities to discuss ways to attract their users to Downtown and vice versa.

As a minimum, the effort to share users should include making NABA's two print pieces available at Norway Mountain, the Fine Arts Center, Dickinson County Fairgrounds, Oak Crest Golf Course, Jake Menghini Historical Museum, Fumee Lake Natural Area, Marion Park, the Downtown Band Shell, City Hall, Downtown businesses, major special events in and near Norway, and area visitor centers.

Special Events

A number of special events are held in Downtown, including the Leif Ericson Fall Fest, the Fourth of July Parade, Norway Sidewalk Sales, the Rod & Hog car show, the Homecoming Parade, and the Christmas Parade. In addition, the City Band Shell hosts the City Band (formed in 1882 and Michigan's oldest performing City band in consecutive years) for two performances a month from June through August. And, Downtown businesses participate in the annual City-Wide Rummage Sale.

Currently, due to the resistance of several merchants, Main Street remains open to vehicular traffic during special events. This has had the effect of limiting where booths can be placed during events, and thereby, has limited the effectiveness of the events. It is suggested that Main Street be closed to traffic during the two Downtown events which attract the largest number of participants. At this time, that

appears to be the Leif Ericson and Fourth of July celebrations. The goal of closing the street would be to place booths, entertainment, etc., all along Main Street so that event-goers walk the length of Downtown and are introduced to Downtown's businesses while sharing a sense of community. It should be noted that, during Downtown events, business owners should ensure that their display windows are clean and beautifully decorated and that their stores are as welcoming as possible. This will make it more likely that event-goers will return to Downtown as customers after the events are over.

Image Development

There are many opportunities for getting positive stories placed about Downtown and its enhancement. These include *The Current*, media in Iron Mountain, media throughout Dickinson County, and the City's quarterly newsletter, cable station, and Web site. Press releases and story ideas should be sent to all media throughout the region, on a regular and on-going basis. In addition, the City's Web site, newsletter, and cable station should be used to enhance communication as well as Downtown's image, as discussed later in this chapter.

Ships

The two Viking ships, located at the entrances to Norway, are highly distinctive and attractive. Therefore, they should be lighted for evening visibility.

Wayfinding

The City has begun to create a system of signs which identify key facilities and attractions, such as Strawberry Lake. These signs are also very attractive and distinctive, including Norway colors and a "Viking" font.

To benefit Downtown and its users, the wayfinding system should include signs that direct motorists to "Historic Downtown Norway" from all major entrances to the City.

Management

The following management approach should be taken to ensure that the ***Downtown Blueprint*** is highly implementation-oriented and success-oriented.

DDA

The Norway DDA is an energized group whose eight members work well together for the betterment of Downtown. Therefore, this group should take the lead in

seeing that the ***Downtown Blueprint*** is implemented in a timely and quality manner. This should be done in cooperation and partnership with the City, the Norway Area Business Association, and the Dickinson Area Partnership.

The DDA's eight members now include the Mayor and the President of NABA. For the DDA to function as a private-public partnership, it is important to have the individuals filling these positions on the DDA at all times as ex officio voting members.

Staffing

The Norway City Manager now staffs the DDA. It can be assumed that, as the ***Downtown Blueprint*** is implemented, the associated work load will increase. When this occurs, the City should consider hiring a half-time DDA director.

Communication

Additional channels of communication should be created to inform those in the Downtown community, as well as area residents, about the Downtown enhancement effort. This should include:

- Creating a monthly "show" about Downtown on the City's cable station;
- Creating an easily visible and accessible Downtown section on the City's Web site;
- Including a regular Downtown column in the City's quarterly newsletter;
- City staff writing a "Downtown News" column for *The Current*, which would be run on a weekly basis; and
- Holding two Downtown Forums each year that would be open to the public and televised on the City's cable station.

Funding

To ensure implementation of the ***Downtown Blueprint***, seeking grants/contributions from the following funding sources should be considered in addition to the use of DDA revenues:

- MEDC, MSHDA, and other State agency programs;
- Business owners and commercial property owners;
- Developers;
- Banks;
- Utilities;
- Service clubs (to sponsor projects recommended in the enhancement strategy);
- Institutions;
- Foundations;
- Major area-wide employers, corporations, and industry;
- City, County, and Federal government; and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Norway.

Implementation Sequence

VII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Norway. This chapter shows the recommended actions which should be carried out during the **first year** of the enhancement effort.

At the end of each year, the implementation sequence should be updated. And, within five to six years, consideration should be given to updating the entire ***Norway Downtown Blueprint 2004***, depending on the level of program accomplishments realized.

Year-1 Implementation Sequence Norway Downtown Blueprint 2004

Partnership and Management Actions

1. Formal adoption by the City of the **Norway Downtown Blueprint 2004** as the official guide for the further economic enhancement of Downtown Norway.
2. DDA assumes lead in overseeing implementation of **Blueprint**.
3. Open additional channels of communication to inform community of overall Downtown enhancement effort, as per **Blueprint** recommendations.
4. Continue to seek appropriate funding for implementation of **Blueprint**.

Public Improvements Actions

1. Complete streetscape project in remainder of Downtown, consistent with recommendations of **Blueprint**, including preparation and implementation of mitigation plan.
2. Enhance streetscape at 100% corner -- Main and Seventh/US 2 -- including streetscape and demo of building on SE corner of intersection.
3. Continue effort to complete trail system.

Building Improvements Actions

1. Enhance Downtown through preservation as theme.
2. Create building renovation incentives, including design guidelines, design assistance, and matching grant program, and encourage renovations.
3. Work with owners of burned structures to replace, as per **Blueprint** recommendations.
4. Work with MSHDA to create upper floor apartments.

Year-1 Implementation Sequence Norway Downtown Blueprint 2004 (Continued)

Business Development Actions

1. Work with business owners to undertake business retention recommendations of **Blueprint**.
2. Seek and place additional businesses through internal recruitment effort -- undertaking external recruitment if deemed necessary and appropriate during 1st year.

Marketing Actions

1. Upgrade brochure and directory, when reprinted, consistent with recommendations of **Blueprint**.
2. Meet with owners/managers of area attractions to seek ways to share users with Downtown and vice versa.
3. Close Main Street for two main Downtown events.
4. Send press releases and story ideas to areawide media.
5. Light Viking ships.
6. Continue wayfinding sign placement.

Appendices

MEDC Memo



MEMORANDUM

DATE: November 14, 2003

TO: City of Norway

FROM: Laura Bower
Community Assistance Team Specialist
Michigan Economic Development Corporation

RE: Norway Blueprint Implementation Strategy

As part of the MEDC's commitment to the Blueprint process, this memorandum shall serve as my formal written recommendations for MEDC-assisted implementation of HyettPalma's Blueprint for the City of Norway. Technical Assistance from MEDC's Community Assistance Team (CATEam) is available to help the city understand the following programs and incentives:

The city should hold an educational forum for citizens, property and business owners on the different programs that are available. The CATEam, State Historic Preservation Office (SHPO) and Michigan State Housing Development Authority (MSHDA) would be willing to come and present the different programs that are available to the community.

Community Development Block Grant - Grants are available for public infrastructure improvements for projects that create private jobs and private investment in the downtown. These grants can be used for public infrastructure improvements including, but not limited to, public parking, water/sewer upgrades, streetscape, public alley improvements and public utility relocations. Should the community pursue the recruitment of downtown businesses, these funds could help significantly in providing the needed public parking to support them. These funds are allotted at up to \$10,000 per new full-time job created and a local match of at least 10%. 51% of the jobs created must be held by low-and moderate-income people. * All grant agreements need to be processed and approved prior to the development commencing.

Downtown Development Authority Tax Increment Financing (TIF) - The CATEam is available to answer specific questions on uses of Downtown Development Authority TIF revenues. Programs funded by TIF revenues can be developed to support the downtown development efforts and downtown businesses. Specifically, the DDA TIF could be used for streetscape improvements, maintenance, and signage improvements.



Memorandum
November 14, 2003
Page 2

Historic Preservation- The State Historic Preservation Office (SHPO) has many resources available to serve the City in pursuing infill building for the downtown or preserving existing historic structures. They are able to identify the historic resources in the community and provide you with information on the tax credit programs they offer. This agency would also be able to consult you on the historic nature of the downtown buildings that make up the uniqueness of your community and provide you with some ideas in which you could make them a more visible asset to the community. The CATeam works very closely with SHPO and would be available to assist the City with these endeavors.

Brownfield/Obsolete Property Incentives- Norway is fortunate enough to be one of the only 86 Core Communities designated by the State of Michigan. This designation allows the city to use the Obsolete Property Act and expanded use of the Brownfield Act. These acts can significantly lower costs for rehabilitation projects occurring in the community by offering what amounts to a commercial tax abatement on a building that is "unable to be used for its original intent." Additionally, under the expanded Brownfield law, those projects occurring in obsolete buildings are eligible for a 10% Single Business Tax Credit (SBT) either be used by the developer, tenant, or could be syndicated to generate more equity. Either of these tools, or a combination, can make a project more financially viable. The City of Norway should remain open to the possibility of using these tools where necessary.

The MEDC's CATeam stands ready to assist Norway in the implementation of its Blueprint. Please feel free to contact me if you have any questions:

Laura Bower
Community Assistance Team Specialist
Michigan Economic Development Corporation
300 North Washington Square
Lansing, MI 48913
Phone 517.241.2331
Fax 517.373.6683

MSHDA Memo



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY

DEPARTMENT OF CONSUMER & INDUSTRY SERVICES
DAVID C. HOLLISTER, DIRECTOR



DATE: December 8, 2003

TO: City of Norway

FROM: Jim Davis, Community Development Specialist
Office of Community Development
Michigan State Housing Development Authority

SUBJECT: City of Norway
HyettPalma Site Visit, November 5-7, 2003

The Michigan State Housing Development Authority (MSHDA), Office of Community Development (OCD) has a variety of funding resources available for use by non-profit organizations and local units of government to address affordable housing and community revitalization needs. OCD utilizes funding from the U.S. Department of Housing and Urban Development (HUD) and MSHDA resources and is referred to as the Housing Resource Fund (HRF). HRF funds are used to support local housing and community development activities, with an emphasis on projects that ensure sustainable and livable communities in Michigan.

To be eligible to apply for HRF funds, a local unit of government needs to meet the population requirement of 3,000 or more and have the capacity and experience in order to administer an HRF-funded housing program. Because the City of Norway does not meet the population requirement, I suggest that the city contact a nearby experienced non-profit or county agency to apply for the Rental Rehabilitation Component for their downtown district. The next window for OCD funding will be around February 2004.

Based upon conversations with downtown building owners, it is desired to bring rental housing to the downtown. This could be accomplished in part through OCD's Rental Rehabilitation Program. The challenges from MSHDA's viewpoint is currently there seems to be parking issues related to the additional occupancy to the downtown district. Additionally, the city of Norway needs to adopt code enforcement. At first look the downtown area seems appropriate to house a mixed income population. Serious and thoughtful marketing to successfully introduce the concept of living in downtown Norway is an issue that needs some attention.

Rental Rehabilitation Program: The Rental Rehabilitation component is designed to help a local unit of government provide funding assistance to improve investor-owned properties. Investor/owners are required to contribute 25 percent of the project cost for each rental rehabilitation project. Rents are controlled and the rental units must remain affordable for a period of five years. The assistance is generally structured to be a forgivable loan, forgiven at the end of the affordability period. All properties must be rehabilitated to HUD Section 8 Housing Quality Standards (HQS) and local codes. Tenant incomes must be recertified annually.

MSHDA's OCD does not have any current grants with the City of Norway. OCD also does not have contracts with any other organizations for housing related activities in the immediate downtown area.



For further information on any MSHDA/Office of Community Development housing programs, please contact me at 517/241-1158, I would be happy to answer any questions or provide further information.

The Retail Report

HyettPalma

THE RETAIL REPORT®

**Downtown Norway
Primary Retail Trade Area**



1600 Prince Street • Suite 110
Alexandria, Virginia 22314

Phone 703 683 5126
Fax 703 836 5887

E-mail: info@hyettpalma.com
www.hyettpalma.com



THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Norway, Michigan. This document presents information concerning the characteristics of the Downtown Norway primary retail trade area. The report was prepared in 2003 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Norway primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Norway primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Norway primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Norway primary retail trade area.

TABLE OF CONTENTS

Demographic and Socio-Economic Characteristics of Residents in Trade Area and Five-Year Projection of Changes	1
Total Retail Product Demand by Residents in Trade Area, By Income Group	3
Total Retail Product Demand by Residents in Trade Area, By Product Type	5
Dollar Demand for Food Products	7
Dollar Demand for Home Products	13
Dollar Demand for Apparel Products	22
Dollar Demand for Personal Care and Entertainment Products	32
The Retail Report User Guide	43

DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



Demographic and Income Profile

Norway, MI Primary Retail Trade Area

Site Type:

Polygon

Summary	2000	2003	2008
Population	7,125	7,170	7,158
Households	2,977	3,027	3,087
Families	2,020	2,025	2,045
Average Household Size	2.37	2.35	2.30
Owner Occupied HUs	2,475	2,529	2,590
Renter Occupied HUs	502	498	497
Median Age	39.5	41.0	43.6

Trends: 2003-2008 Annual Rate	Area	State	National
Population	-0.03%	0.52%	1.18%
Households	0.39%	0.92%	1.37%
Families	0.20%	0.82%	1.31%
Owner HHs	0.48%	1.08%	1.53%
Median Household Income	1.91%	2.15%	3.11%

Households by Income	2000		2003		2008	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	543	18.3%	517	17.1%	475	15.4%
\$15,000 - \$24,999	497	16.8%	486	16.1%	448	14.5%
\$25,000 - \$34,999	493	16.7%	478	15.8%	452	14.6%
\$35,000 - \$49,999	543	18.3%	556	18.4%	548	17.7%
\$50,000 - \$74,999	539	18.2%	559	18.5%	577	18.7%
\$75,000 - \$99,999	184	6.2%	212	7.0%	265	8.6%
\$100,000 - \$149,999	118	4.0%	161	5.3%	237	7.7%
\$150,000 - \$199,999	19	0.6%	29	1.0%	41	1.3%
\$200,000+	24	0.8%	30	1.0%	45	1.5%
Median Household Income	\$33,709		\$35,696		\$39,236	
Average Household Income	\$42,630		\$46,610		\$52,616	
Per Capita Income	\$17,618		\$19,420		\$22,395	

Population by Age	2000		2003		2008	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	396	5.6%	401	5.6%	386	5.4%
5 - 14	1,042	14.6%	948	13.2%	831	11.6%
15 - 19	528	7.4%	500	7.0%	483	6.7%
20 - 24	293	4.1%	404	5.6%	431	6.0%
25 - 34	792	11.1%	708	9.9%	691	9.7%
35 - 44	1,183	16.6%	1,104	15.4%	903	12.6%
45 - 54	982	13.8%	1,137	15.9%	1,269	17.7%
55 - 64	716	10.0%	803	11.2%	996	13.9%
65 - 74	574	8.1%	558	7.8%	603	8.4%
75 - 84	458	6.4%	433	6.0%	386	5.4%
85+	162	2.3%	174	2.4%	177	2.5%

Race and Ethnicity	2000		2003		2008	
	Number	Percent	Number	Percent	Number	Percent
White Alone	6,963	97.7%	7,003	97.7%	6,984	97.6%
Black Alone	4	0.1%	6	0.1%	8	0.1%
American Indian Alone	64	0.9%	65	0.9%	66	0.9%
Asian Alone	8	0.1%	9	0.1%	9	0.1%
Pacific Islander Alone	5	0.1%	8	0.1%	13	0.2%
Some Other Race Alone	12	0.2%	14	0.2%	16	0.2%
Two or More Races	68	1.0%	65	0.9%	62	0.9%
Hispanic Origin (Any Race)	41	0.6%	48	0.7%	57	0.8%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2003 and 2008.

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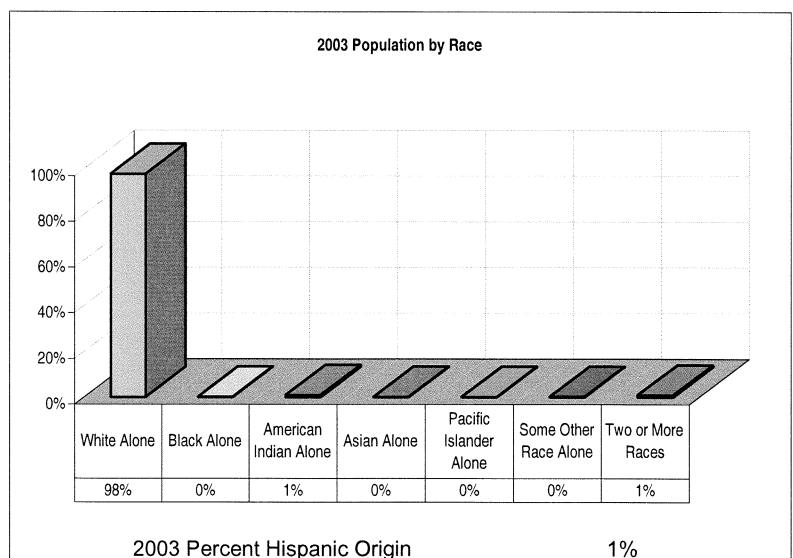
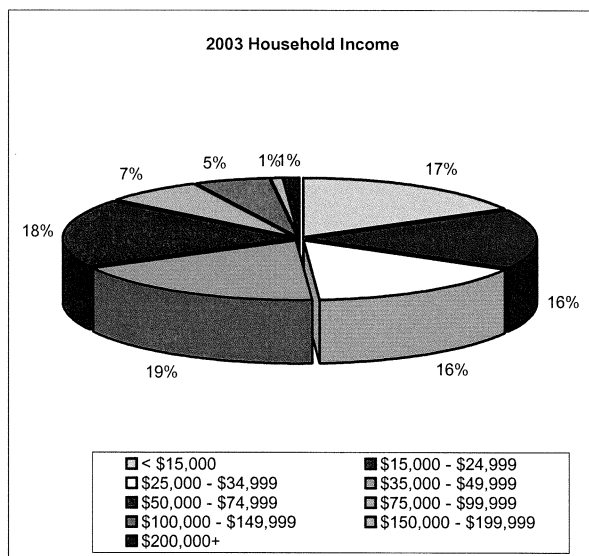
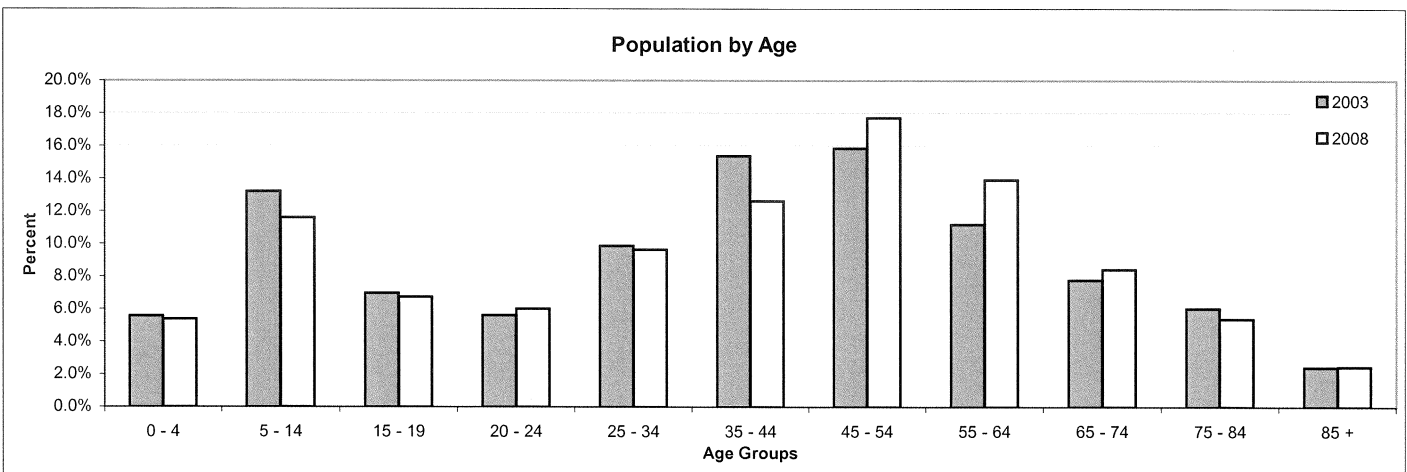
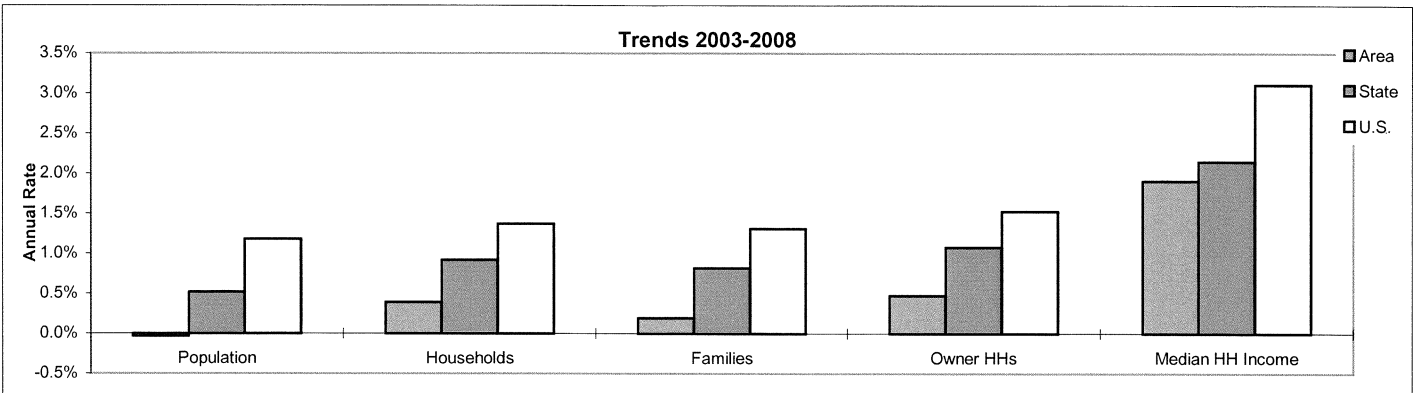
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10/30/2003

Norway, MI Primary Retail Trade Area

Site Type:

Polygon



Source: ESRI BIS forecasts for 2003 and 2008.

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PRODUCT DEMAND BY INCOME GROUP



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY INCOME GROUP

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	8,320	4,301,440
\$15000-24999	488	10,714	5,228,432
\$25000-34999	478	12,402	5,928,156
\$35000-49999	556	14,620	8,128,720
> \$50000	991	23,314	23,104,174
TOTAL DEMAND FOR PRODUCT			= \$46,690,922

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

PRODUCT DEMAND BY PRODUCT TYPE

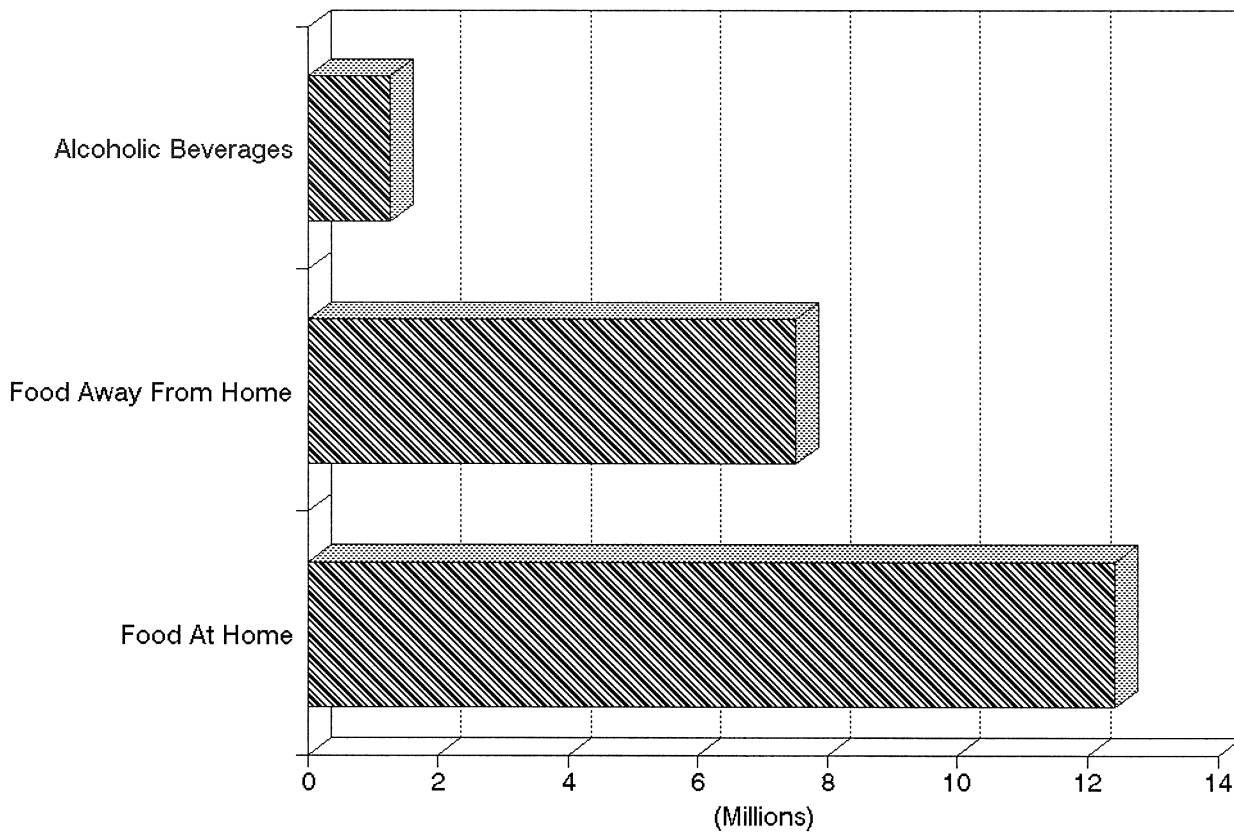
DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY PRODUCT TYPE

PRODUCT	DEMAND
Food At Home	12,431,239
Food Away From Home	7,504,167
Alcoholic Beverages	1,255,729
Household Textiles	433,212
Furniture	1,512,226
Floor Coverings	600,139
Major Appliances	660,500
Small Appliances & Miscellaneous Housewares	547,279
Miscellaneous Household Equipment	2,432,366
Men's Apparel -- 16 and Over	1,363,914
Boy's Apparel -- 2 to 15	343,374
Women's Apparel -- 16 and Over	2,159,458
Girl's Apparel -- 2 to 15	443,610
Children's Apparel -- Under 2	468,324
Footwear	1,199,356
Other Apparel Services & Products	1,086,729
Prescription Drugs & Medical Supplies	1,830,950
Entertainment Fees & Admissions	1,779,875
Televisions, Radios & Sound Equipment	2,142,087
Pets, Toys & Playground Equipment	1,239,535
Other Entertainment Supplies & Services	1,673,758
Personal Care Products & Services	1,951,515
Reading	553,620
Tobacco Products & Smoking Supplies	1,077,960
TOTAL DEMAND BY PRODUCT TYPE	= \$46,690,922

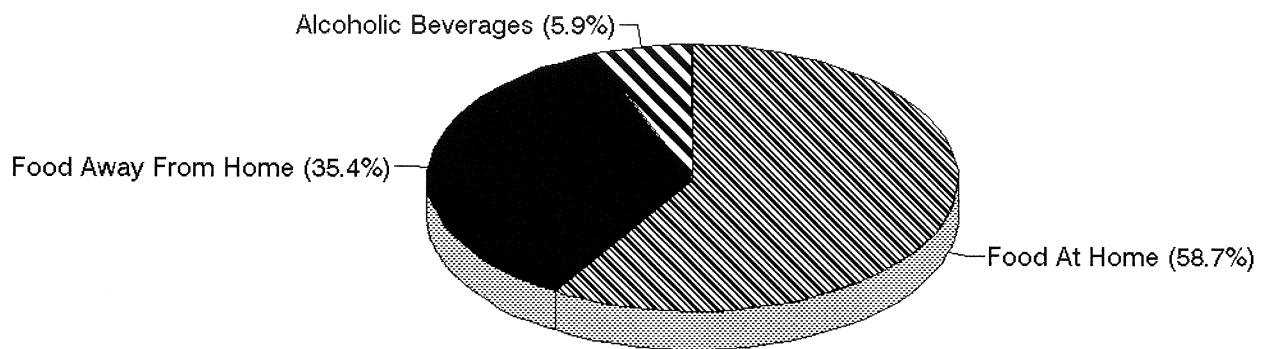
SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEMAND FOR FOOD PRODUCTS

FOOD PRODUCTS \$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS % DEMAND FOR EACH DOLLAR





DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	2,561	1,324,037
\$15000-24999	488	3,333	1,626,504
\$25000-34999	478	3,686	1,761,908
\$35000-49999	556	4,126	2,294,056
> \$50000	991	5,474	5,424,734
TOTAL DEMAND FOR PRODUCT =			\$12,431,239

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
<hr/>			
< \$15000	517	1,284	663,828
\$15000-24999	488	1,487	725,656
\$25000-34999	478	1,853	885,734
\$35000-49999	556	2,284	1,269,904
> \$50000	991	3,995	3,959,045
<hr/>			
TOTAL DEMAND FOR PRODUCT		=	\$7,504,167

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	295	152,515
\$15000-24999	488	260	126,880
\$25000-34999	478	299	142,922
\$35000-49999	556	401	222,956
> \$50000	991	616	610,456
TOTAL DEMAND FOR PRODUCT =			\$1,255,729

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

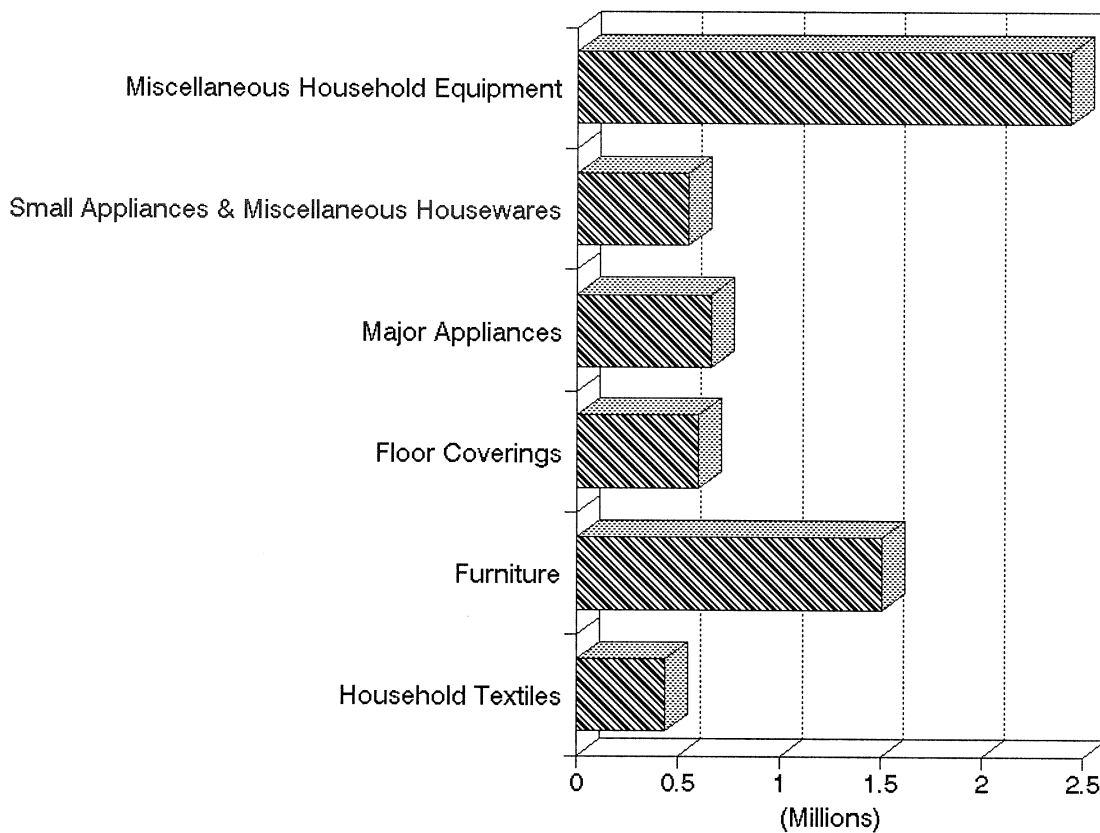
DEFINITION OF PRODUCT:

All alcoholic beverages.

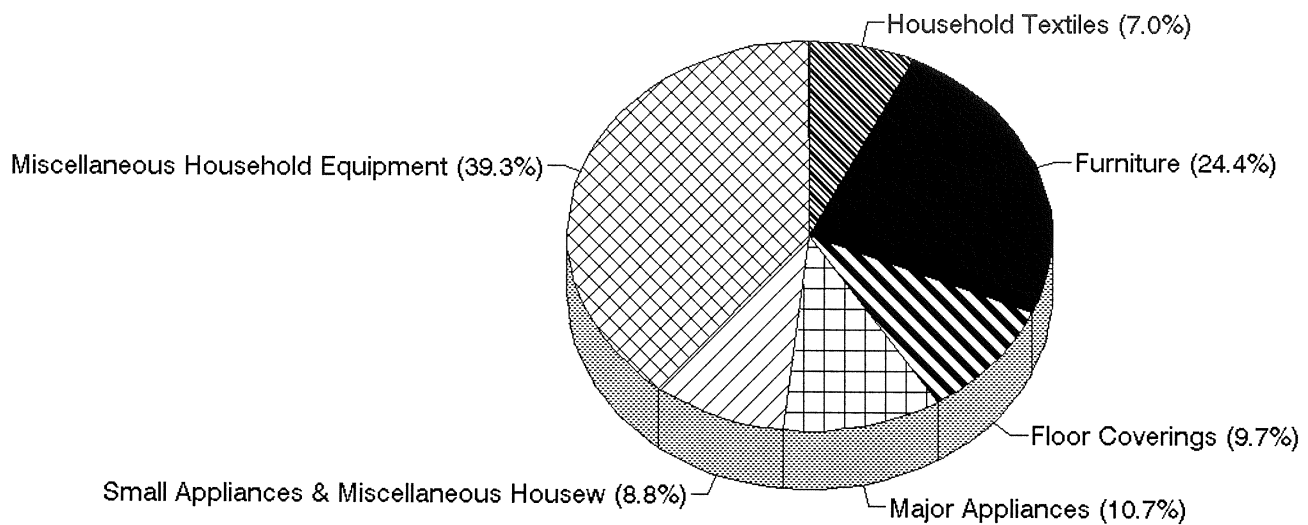
DEMAND FOR HOME PRODUCTS

HOME PRODUCTS

\$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS % DEMAND FOR EACH DOLLAR





DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	58	29,986
\$15000-24999	488	78	38,064
\$25000-34999	478	88	42,064
\$35000-49999	556	107	59,492
> \$50000	991	266	263,606
TOTAL DEMAND FOR PRODUCT =			\$433,212

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens,
curtains and drapes, slipcovers, pillows and sewing
materials.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	239	123,563
\$15000-24999	488	270	131,760
\$25000-34999	478	322	153,916
\$35000-49999	556	385	214,060
> \$50000	991	897	888,927
TOTAL DEMAND FOR PRODUCT =			\$1,512,226

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

DOWNTOWN NORWAY'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	105	54,285
\$15000-24999	488	126	61,488
\$25000-34999	478	161	76,958
\$35000-49999	556	141	78,396
> \$50000	991	332	329,012
TOTAL DEMAND FOR PRODUCT =			\$600,139

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	80	41,360
\$15000-24999	488	140	68,320
\$25000-34999	478	165	78,870
\$35000-49999	556	225	125,100
> \$50000	991	350	346,850
TOTAL DEMAND FOR PRODUCT =			\$660,500

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage
disposals, vacuum cleaners, microwaves, air conditioners,
sewing machines, washing machines, dryers, and floor clean-
ing equipment.

DOWNTOWN NORWAY'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	84	43,428
\$15000-24999	488	108	52,704
\$25000-34999	478	150	71,700
\$35000-49999	556	203	112,868
> \$50000	991	269	266,579
TOTAL DEMAND FOR PRODUCT =			\$547,279

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	376	194,392
\$15000-24999	488	400	195,200
\$25000-34999	478	530	253,340
\$35000-49999	556	691	384,196
> \$50000	991	1,418	1,405,238
TOTAL DEMAND FOR PRODUCT =			\$2,432,366

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

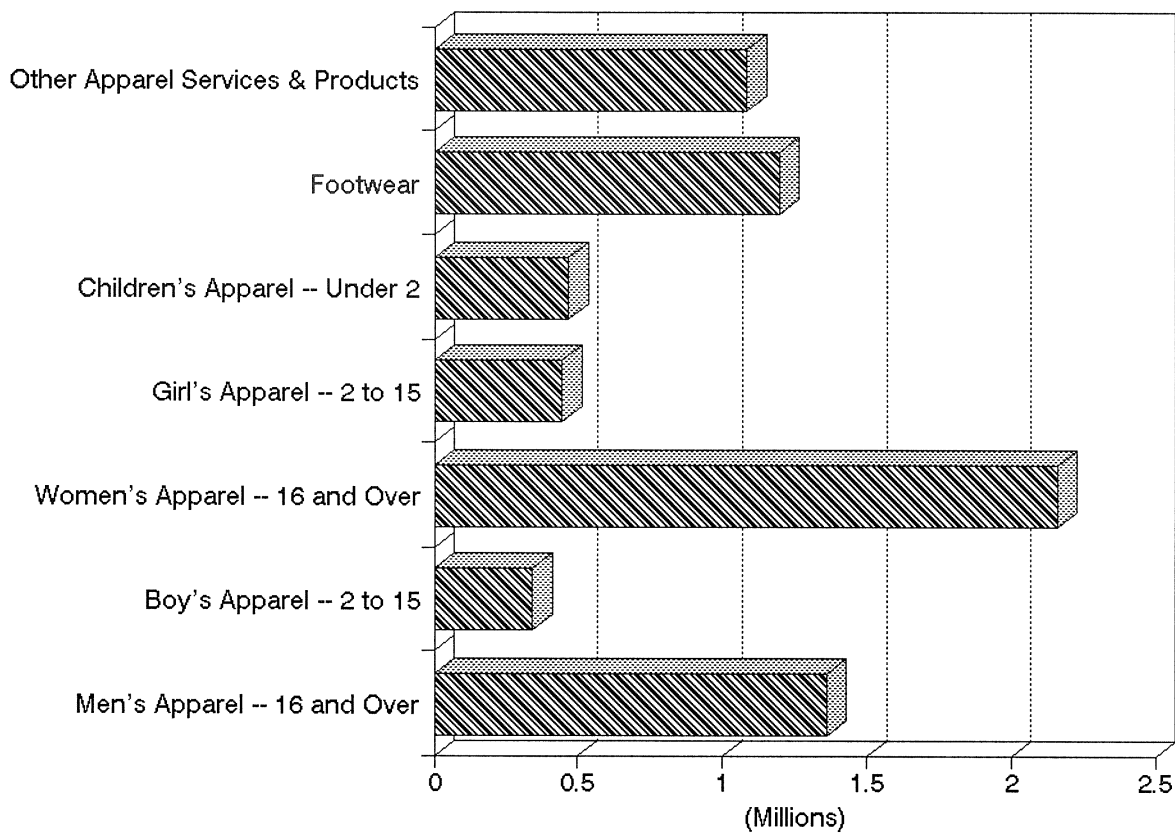
DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window cover-
ings, clocks, lawnmowers, garden equipment, hand and power,
tools, telephone devices, computers, office equipment, house
plants, outdoor equipment, and small miscellaneous furnish-
ings.

DEMAND FOR APPAREL PRODUCTS

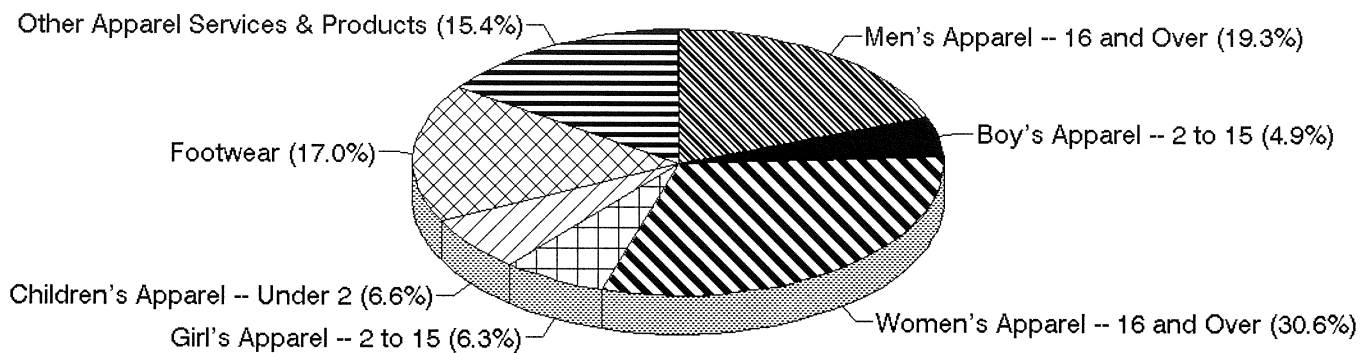
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	215	111,155
\$15000-24999	488	285	139,080
\$25000-34999	478	329	157,262
\$35000-49999	556	403	224,068
> \$50000	991	739	732,349
TOTAL DEMAND FOR PRODUCT =			\$1,363,914

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	55	28,435
\$15000-24999	488	83	40,504
\$25000-34999	478	95	45,410
\$35000-49999	556	100	55,600
> \$50000	991	175	173,425
TOTAL DEMAND FOR PRODUCT =			\$343,374

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	363	187,671
\$15000-24999	488	455	222,040
\$25000-34999	478	527	251,906
\$35000-49999	556	728	404,768
> \$50000	991	1,103	1,093,073
TOTAL DEMAND FOR PRODUCT =			\$2,159,458

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	63	32,571
\$15000-24999	488	90	43,920
\$25000-34999	478	111	53,058
\$35000-49999	556	146	81,176
> \$50000	991	235	232,885
TOTAL DEMAND FOR PRODUCT =			\$443,610

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	85	43,945
\$15000-24999	488	107	52,216
\$25000-34999	478	126	60,228
\$35000-49999	556	160	88,960
> \$50000	991	225	222,975
TOTAL DEMAND FOR PRODUCT =			\$468,324

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	223	115,291
\$15000-24999	488	300	146,400
\$25000-34999	478	325	155,350
\$35000-49999	556	400	222,400
> \$50000	991	565	559,915
TOTAL DEMAND FOR PRODUCT =			\$1,199,356

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special foot-
wear used for sports such as bowling or golf shoes.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	147	75,999
\$15000-24999	488	216	105,408
\$25000-34999	478	230	109,940
\$35000-49999	556	272	151,232
> \$50000	991	650	644,150
TOTAL DEMAND FOR PRODUCT =			\$1,086,729

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

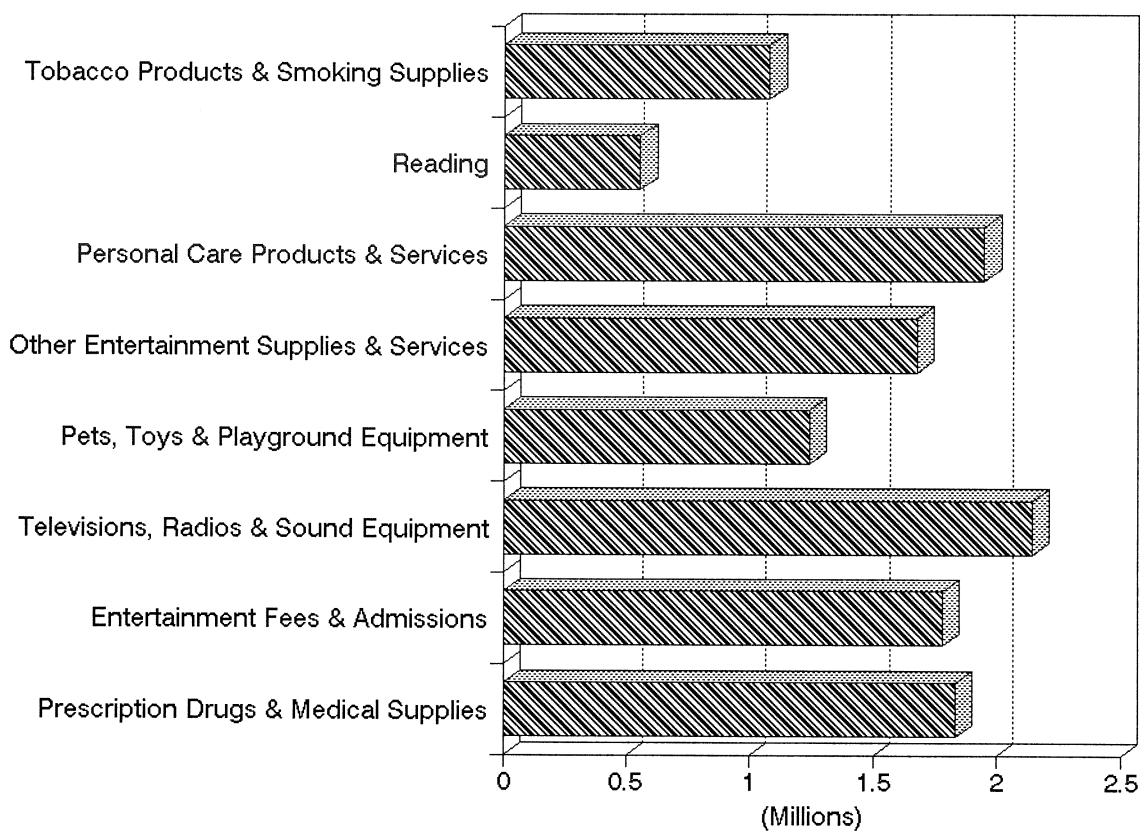
DEFINITION OF PRODUCT:

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

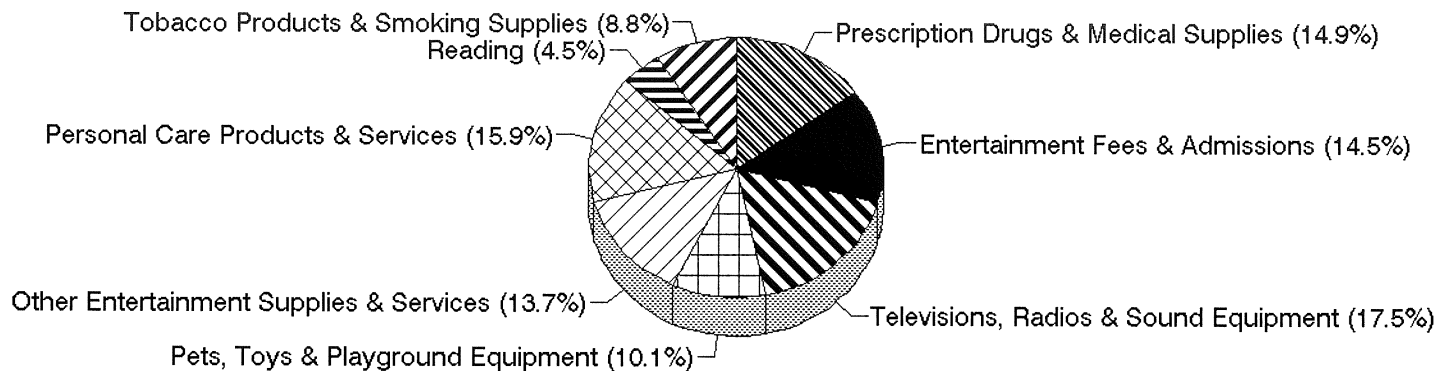
DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT

\$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR





DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	466	240,922
\$15000-24999	488	671	327,448
\$25000-34999	478	611	292,058
\$35000-49999	556	587	326,372
> \$50000	991	650	644,150
TOTAL DEMAND FOR PRODUCT =			\$1,830,950

SOURCE: U.S. Department of Labor, Consumer Expenditure
 Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	225	116,325
\$15000-24999	488	275	134,200
\$25000-34999	478	350	167,300
\$35000-49999	556	400	222,400
> \$50000	991	1,150	1,139,650
TOTAL DEMAND FOR PRODUCT =			\$1,779,875

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays,
and movie rentals.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	372	192,324
\$15000-24999	488	500	244,000
\$25000-34999	478	606	289,668
\$35000-49999	556	720	400,320
> \$50000	991	1,025	1,015,775
TOTAL DEMAND FOR PRODUCT =			\$2,142,087

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware
and cartridges, radios, phonographs and components, records
and tapes, musical instruments, and rental of the same
equipment.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	165	85,305
\$15000-24999	488	250	122,000
\$25000-34999	478	328	156,784
\$35000-49999	556	416	231,296
> \$50000	991	650	644,150
TOTAL DEMAND FOR PRODUCT =			\$1,239,535

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and
playground equipment.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	154	79,618
\$15000-24999	488	380	185,440
\$25000-34999	478	425	203,150
\$35000-49999	556	475	264,100
> \$50000	991	950	941,450
TOTAL DEMAND FOR PRODUCT =			\$1,673,758

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping
equipment, sporting goods, and photographic equipment and
supplies.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	345	178,365
\$15000-24999	488	425	207,400
\$25000-34999	478	550	262,900
\$35000-49999	556	650	361,400
> \$50000	991	950	941,450
TOTAL DEMAND FOR PRODUCT =			\$1,951,515

SOURCE: U.S. Department of Labor, Consumer Expenditure
 Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products,
cosmetics, and electric personal care appliances.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	80	41,360
\$15000-24999	488	125	61,000
\$25000-34999	478	160	76,480
\$35000-49999	556	175	97,300
> \$50000	991	280	277,480
TOTAL DEMAND FOR PRODUCT =			\$553,620

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.



DOWNTOWN NORWAY'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	517	280	144,760
\$15000-24999	488	350	170,800
\$25000-34999	478	375	179,250
\$35000-49999	556	425	236,300
> \$50000	991	350	346,850
TOTAL DEMAND FOR PRODUCT =			\$1,077,960

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.



The Retail Report®

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.



What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2003.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.



How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.



To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.